

Adaptive Action

In 1976, Karl Weick provided an alternative to planning paralysis when he wrote *The Social Psychology of Organizing*. He explained that you cannot wait to know before you act, because you cannot know until you act.

The concept and practice of adaptive action:

- “What?”
- “So what?”
- “Now what?”

What –

- What is going on?
- What patterns do we observe?
- What seems to be constant?
- What is changing?

So what?

- So what does it mean?
- What implications can we see?
- What conditions are shaping the current pattern, and What do they mean for the patterns we intend?
- What are the diverse interpretations of observations?
- So what are options for meaningful action?

Now what

- Now what will we do to shift the pattern?
- What are pros and cons of possible options?
- What is within our ability, scope of influence, time and resource constraints?
- How will we know whether the action was successful?
- When will we begin our next cycle of adaptive action?